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MANAGEMENT MOBILITY IN RELATION TO  
COMMUNITY PARTICIPATION

by

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A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES  
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UNIVERSITY OF ALBERTA  
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The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies for acceptance, a thesis entitled "Management Mobility in Relation to Community Participation" submitted by Rosalind A. Beard in partial fulfillment of the requirements for the degree of Master of Arts.

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## ABSTRACT

This thesis is concerned with the relationship between three variables: management career mobility, management position and the participation of management in community organizations. The study examines the effect of career mobility on participation in community organizations, with the expectation that management position would be a variable to be taken into account for both career mobility and participation.

A review of the literature relevant to the areas of management career mobility and community participation led to the formulation of six hypotheses to be tested. The data used in the study were collected during the summer of 1964 in Edmonton. Five firms cooperated with the study, four of which were branches of international or cross-Canada concerns and one of which was a local firm with its head office in Edmonton and branches in Canada and the U.S.A.

The final sample consisted of sixty-seven respondents, twenty-three of whom were categorized as top management and forty-four as middle management. Interviews were conducted in two of the five firms, the rest of the firms received mail questionnaires. The managers were questioned regarding their mobility patterns from the start of their careers to the present and about their membership in community organizations. The career mobility rates and the participation rates were categorized into high, medium and low rates.

The indices used to measure career mobility were movement between firms and geographical movement. The indices used to measure participation in community organizations were membership in community organizations and the number of official positions held in such



organizations. The community organizations were differentiated in terms of their main functions into political, fraternal, social, service, religious and economic organizations.

Hypotheses 1 and 2 related to the general mobility patterns expected of management in the study. That is, management, regardless of position were expected to be highly mobile both geographically and between firms. These two hypotheses were rejected. Hypotheses 1a and 2a were subdivisions of the first two hypotheses and took into account management position. That is, middle management were expected to be more mobile than top management both between firms and geographically. Contrary to expectations it was found that there were no differences between the two groups of management with respect to their career mobility rates. Middle management were not more mobile than top management.

Hypotheses 3 and 4 related to participation in community organizations. It was expected that middle management because of their high mobility rates would not participate to any significant extent in community organizations. It was also expected that top management, because of their position in the firm, if they did participate in the community would hold prestige positions in community organizations. These two hypotheses were accepted. However, it was found that the mobility rates of management did not have any effect upon the amount or type of participation in community organizations.

The findings of the study are to some extent inconclusive in that they do not illustrate any clear relationship between the three variables. Although management were found to participate in community organizations, particularly economic organizations, their participation



cannot be explained in terms of their career mobility or their position in the firm. In so far as the findings are at variance with other studies in the areas of management mobility and participation in the community, suggestions for further research are made to investigate the disparities.



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## INTRODUCTION

Among the changes that have occurred in the industrial structure of the Western world are changes in the type of management characteristics of large-scale organizations. Harbison and Myers illustrate the extent of these changes for industry in both the Western world and Russia, in particular with reference to the management ideologies that have accompanied them.<sup>1</sup> One factor that seems to be constant throughout these changes is an emphasis on a paternalistic approach. This approach has changed its name to "human relations" and the main area of its operation has changed from the community at large to the organizational community.

Whyte's thesis surrounding the organizational ethic, although greatly exaggerated, has been almost implicitly accepted by many industrial sociologists.<sup>2</sup> The organization's provision for its employees has been extended to all areas of their lives; no longer is the work place an area for obtaining the necessities for life, it has also become the "life situation" of the employee, in particular for the management ranks. As such, the provisions for leisure and relaxation, formally found in the family or the community are transferred to the organizational environment. It might be said that the informal mechanisms that helped to ease the work environment have to a large extent been taken over by the organization itself. The employees' work and social life have become centred around the needs of the organization.

Whyte's argument implies that the employees of the large-scale organization are withdrawn from the community in which the organization is located. As such, the traditional expectation that the manager,



because of the occupational position he occupies, carries with it the assumption that he will participate in community affairs, is contradicted by the argument above. As Gouldner points out:

Traditionally, the business-class leader has not only led members of his own social class but has also, been accepted as a leader by members of social classes other than his own. In this sense he has for a long period of time been accepted and played a role as a "community leader".<sup>3</sup>

The findings and the views of authors working in the area of industrial sociology must be contrasted with the findings of studies in community participation. The majority of the studies in this area are concerned with delimiting the elite or influential structure of the community, that is, the individuals who are responsible for most of the important decision-making and policy formulation in the community. In examining the literature in this area it may be seen that managers or executives of large-scale organizations are frequently included in the elite structure that has been delimited. Rather than withdrawing from the community into the closed world of the Organization, these studies have illustrated the active nature of participation in the community on the part of management.<sup>4</sup>

In an attempt to find an explanation for the apparent diversity of views regarding the social and community activities of management of large-scale organizations, the factor of management mobility was introduced in the present study. Watson has suggested that the traditional view of the manager as an influential participant in community affairs may be modified when the career mobility of the manager is taken into account.<sup>5</sup> The mobility of management is seen to preclude their participation or interest in the community in which they work.



This study examines the relationship between three variables: management career mobility, management position and the participation of management in community organizations. It is hoped that the study will clarify the questions: How far does career mobility on the part of the manager in a large-scale organization preclude his participation in community organizations? Does the fact of the position held by the manager in the organizational hierarchy that is, top or middle management position, have an effect on the career mobility prospects and hence the community participation of the manager?

#### PLAN OF THE THESIS

General hypotheses derived from the current literature concerned with the relationships delimited above will be formulated and tested. Chapter one involves a survey of the literature and the development of hypotheses concerning management career mobility and management participation in the community, taking into account management position. The findings of the study with reference to the hypotheses are reported in chapters three and four. Chapter two describes the methodological aspects of the research. In addition to the testing of the formally derived hypotheses the effect of other extraneous variables upon the hypothesized relationships are examined in the latter parts of chapters three and four. Chapter five is devoted to a presentation of a summary and conclusions.



#### FOOTNOTES - INTRODUCTION

<sup>1</sup>F. Harbison & C.A. Myers, Management in the Industrial World (New York: McGraw Hill, 1954).

<sup>2</sup>W. Whyte, The Organization Man (New York: Doubleday Anchor Books, 1957).

<sup>3</sup>A.W. Gouldner, Studies in Leadership (New York: Harper & Bros., 1950), p. 145.

<sup>4</sup>See, R.O. Schulze "The Role of Economic Dominants in Community Power Structure", American Sociological Review, 23, (Feb. 1958), pp. 3-9; M. Hausknecht, The Joiners (New York: The Bedminster Press, 1962); W.E. Henry, "The Business Executive: The Psycho-dynamics of a Social Role", American Journal of Sociology, 54, (Jan. 1949), pp. 266-91; L. Reisman "Class, Leisure and Social Participation", American Sociological Review, 19, (Feb. 1954), pp. 76-84; H.L. Wilensky, "Orderly Careers and Social Participation; The Impact of Work History on Integration in the Middle Mass", American Sociological Review, 26, (Aug. 1961), pp. 521-39.

<sup>5</sup>W. Watson, "The Managerial Spiralist", Twentieth Century, (May 1960), pp. 413-18.



## CHAPTER I

### MANAGEMENT MOBILITY AND COMMUNITY PARTICIPATION

#### INTRODUCTION

This chapter examines the literature and derives hypotheses related to the three main variables taken into account in this study, that is, management career mobility, management position and the participation of management in community organizations. The background to the changes in the type of management characteristic of present-day large-scale organizations is examined first and related to the type of mobility characteristic of the changed organizational structure. Then the literature on community participation is discussed with particular reference to the participation of management. Finally, the relationship between the three variables is examined together in terms of the implications to be drawn from the literature and the hypotheses are derived from the discussion.

#### BACKGROUND THEORY TO CHANGES IN MANAGEMENT STRUCTURE

The traditional concept of management has undergone a great change in a relatively short period of time. As Bendix illustrates, the change that has occurred relates specifically to the acceptance of the industrial situation and a change from entrepreneurial to managerial ideologies.<sup>1</sup> The change has repercussions for the type of role played by the manager in present-day bureaucracies. Today managers are less likely to be entrepreneurs or owner-manager types who have direct control over the firms' operations. Control is more likely to rest with a diversified number of shareholders with the management of the firm primarily filling a policy formulating function.



Burnham has illustrated the implications of this change in the power relationships of the large corporations and concludes that the real power behind the operations rests with the small number of managers at the head of the organization.<sup>2</sup> This type of management Burnham characterizes as "career management". Unlike the entrepreneur, whose goal is the ownership and control of his own business, the career manager is concerned with increasing his rewards, financial and otherwise, within the structure of the large organization.

With respect to the changes that have occurred in industry certain objective factors may be ascertained that have contributed to the rise of the career manager. The increased size of industrial structures results in an increased division of labour and specialization in the processes of production. The latter division of labour is accentuated by the changes that have occurred with reference to the ownership and control of large organizations. Industrial society is governed by a series of managerial bureaucracies which are similar in composition although their functions may differ. Such bureaucracies are run by hierarchies of managers and officials who do not have rights of ownership but do control the operations. The final authority for policy decisions in these bureaucracies is to a large extent a "rubber stamp" operation, the major decisions for the organizations having been made by the management in charge of the day-to-day operations. Decision-making is further circumscribed by the rules and regulations that are part of the operation of a bureaucracy.

One of the results of such changes in the industrial situation for the manager is a change from an individualistic conception of his



role to a collective orientation. As Burnham states:

There is a combined shift: through changes in the techniques of production, the functions of management become more distinctive, more complex, more specialised and more crucial to the whole process of production, thus serving to set off those who perform these functions as a separate group or class in society.<sup>3</sup>

Whyte sees this collective orientation as the result of the "social ethic" which has replaced the protestant ethic as the ideological framework for western man.<sup>4</sup> The manager is seen to be the prototype of the "other-directed" individual.<sup>5</sup> In the entrepreneurial situation it may be supposed that the tenets of the protestant ethic would motivate the aspiring individual. However, the collective orientation of management in large bureaucracies combined with the complexity and size of such structures, is likely to confine management aspirations to the corporate setting.

From the change that has occurred in the structure of industrial bureaucracies and the change in the manager's role within this setting, the type of career mobility that characterises management is likely to occur within the corporation setting. That is, occupational success is today defined less as ownership of a business and more as attaining the top executive position in a large bureaucracy.

#### MANAGEMENT CAREER MOBILITY

On the basis of the changes that have been outlined above, a particular pattern of management mobility has emerged. Within the bureaucratic setting the career mobility opportunities for the manager are considerably increased. The similarity between organizations, in terms of their structure, makes it possible for the manager to move



from one organization to another with relative ease.

Henry describes the personality characteristics of a group of successful businessmen, one of which was an "achievement desire", and secondly a "mobility drive".<sup>6</sup> The mobility drive refers to the feeling of the "necessity of moving continually upward and accumulating the rewards of increased accomplishment."<sup>7</sup> Successful mobility may occur either at work or in the community, and success was found by Henry to be characterized by: ". . . a history of continuous promotion and thought still to be promotable. In a position of major administrative responsibility and earning salaries in the upper ranges of current business salaries."<sup>8</sup>

Presthus discusses management mobility in the bureaucratic situation in terms of three personality types.<sup>9</sup> Presthus indicates that the major structural characteristics of large organizations, that is, size, specialization, hierarchy, oligarchy, cooptation and rationality, give rise to the bureaucratic model which influences the personalities of the individuals involved in three general ways. The characteristics of the three types of management are related to their orientation to career mobility. They are upward mobiles, the indifferents and the ambivalents. The characteristics of the upward mobiles are similar to those delimited by Whyte for the "organization man".<sup>10</sup> Upward mobiles tend to identify with the organization, internalize the values of the organization and are prey to status incentive.

In every field achievement is evaluated in terms of power and status. Social and philanthropic actions become subject to bureaucratic rationality . . . directed towards acquiring status values that have direct career benefits.<sup>11</sup>



Mobility and the mobility drive in an upward direction appears to be a feature of the businessman and it is suggested that the standard bureaucratization of firms, particularly large international firms, makes such mobility easier for the aspiring individual. Warner and Abegglen, in their study of the occupational mobility of American businessmen found that: ". . . successful men tended to move from one firm to another; only a fourth of those we studied remained with a single firm."<sup>12</sup>

The Warner and Abegglen study was primarily concerned with occupational mobility. However, they also found that territorial mobility was a significant factor in the movement of individuals in the occupational sphere. It was found that it was more necessary for an individual from a small town to be territorially mobile than it was for the individual from a large city, if they were to achieve success in business.

In the present study two indices were used to determine the mobility rates of management. One of these indices was the territorial or geographical mobility of the managers. The second index used was that of mobility between firms. The latter index was used on the assumption that the bureaucratic form of large-scale business structures increases the possibilities of movement between similar structures for the management employed. At the same time the subsidiaries of the parent company offer scope for management to be territorially mobile within the same company. Watson states that there is a greater likelihood of mobility amongst the management of large international firms, because of their subsidiaries, than would be the case for management in smaller local firms.<sup>13</sup>



With regard to management mobility in the present study, the following two hypotheses will be tested;

Hypothesis 1: Management will exhibit a high degree of mobility between firms.

Hypothesis 2: Management will exhibit a high degree of geographical mobility.

It should be pointed out that the studies reviewed in this section were conducted in the U.S.A. It is debatable as to how far the conclusions from these studies may be generalized to Canada, and in particular to Edmonton where the present study was conducted. The discussion of career mobility has centred around the large bureaucratic corporation. Comparable institutions in Canada are very likely in a different position relative to their counterparts in the U.S.A. Studies have illustrated the dependence of the Canadian economy upon foreign capital and the resultant absentee-ownership and control of many of the large staple industries.<sup>14</sup> According to Thorp, one of the consequences of this situation for Canadian management is that there may be little effort to develop management skills because of the easy access to the facilities and personnel of the parent company.<sup>15</sup>

Four out of five firms who cooperated with this study are subsidiaries of U.S. and European firms, the fifth firm is a local firm with branches in the U.S.A. As such, the management in the study may be expected to be career mobile in the manner suggested above, that is, both between firms and geographically, as none of the firms studied is exclusively based in Edmonton. One of the untested assumptions made in the study was that the management will be mobility orientated in an upward direction and that their mobility will, to a large extent, preclude their participation in community organizations.



## MANAGEMENT POSITION RELATED TO MOBILITY

It has been hypothesized that management generally will exhibit a high degree of both geographical and between firm mobility. However, a further factor should be taken into account in any discussion of the characteristics of management - that of management position.

Management may be divided into two principal groups: top and middle management. These two positions define differences for particular individuals in terms of their responsibilities to the organization, their career prospects, and related status in areas other than the organization they belong to. The two positions also have implications in terms of the differences in orientation to the individual's career.

Success in the organizational setting is defined in terms of the top positions in the organization. Middle management in the organizational setting are still in the process of "climbing the ladder" and their mobility within the organization is likely to absorb the major part of their interests. Furthermore, as Watson illustrates, in a large bureaucracy with international interests, career mobility is likely to be a major part of the promotion factors for management. On the other hand, top management positions in a large bureaucracy are in many cases the summit of an individual's career. Not only are top management less likely to have extreme concerns regarding their future mobility, they are also in positions that preclude, in many cases, the type of vertical mobility that is of concern to the middle manager. At the top management level mobility is more likely to be of the horizontal type, that is, movement to a position similar to the one already held.



As such, the hypotheses stated in the preceeding section are further refined to take into account the position held by the manager in the organization;

Hypothesis 1a: Middle management will exhibit a higher degree of mobility between firms than top management.

Hypothesis 2a: Middle management will exhibit a higher degree of geographical mobility than top management.

In the preceeding two sections the following two factors have been isolated with reference to management: their career mobility and the relationship of management position to the type of career mobility that is expected of management. This study is also concerned with the effects of these two related factors on the participation of both top and middle management in community organizations.

#### BACKGROUND STUDIES TO COMMUNITY PARTICIPATION

In many of the studies regarding community participation there is a great concern with identifying the influentials or elites in the community. These studies delimit, in a general sense, the occupational representation of the influentials or the elites. In many cases the groups found to be influential have been the "business group"<sup>16</sup> or the "economic dominants."<sup>17</sup> These definitions are not satisfactory in terms of illustrating the precise nature of the "economic" group. Nevertheless, it is assumed that within such a classification, management of large-scale organizations will be found. From the studies to be examined in this section it will be seen that there is some evidence to suppose that management are participators in community organizations.



This study is not concerned with establishing the position of the management group investigated with reference to the elite or influential structure of the community. Rather, the main concern is the participation rates of management in community organizations as an indication of the interest of this group in the community. At the same time, if the ambiguous definitions given in the studies examined in this section are taken to include management of large-scale organizations, it will be seen that management are often a part of what is delimited as the influential or elite group in the community.

Historically, the Lynds' studies may be said to anticipate the association between occupational groups and participation in community affairs. In their study, Middletown,<sup>18</sup> the Lynds' found that the economic power relationships tended to extend to other areas of community life and that the latter became subordinated to the sources of greater economic power. In particular, they found that in the community studied the "X" family was dominant influentially in economic, social and philanthropic areas. The Lynds' were primarily concerned with the delimitation of social class, and they regarded the economic-occupational factor as decisive in the definition of class and such variables as, status group, group identification and community power relations.

A more recent study illustrating the position of the business group in the community power structure is that of Hunter.<sup>19</sup> Using the reputational approach, Hunter distinguishes between the policy-makers and the policy executioners for the community. The most influential group in the community was the policy-making group, and it was found



that this group was primarily composed of the business sector of the community. That is, the industrial, commercial and financial owners and the top executives of large enterprises made up the policy-making group. When the leaders in the community were ranked in terms of their influence it was found that the business sector fell in the first rank. At the same time the second rank of influence was found to be composed of corporation attorneys, public relations men, top ranking public officials and bank vice-presidents. In both cases, owners and managers of large enterprises were included.

From Hunter's findings it can be seen that, as was the case in the Lynds' study, particular economic-occupational groups tended to dominate the power structure of the community.<sup>20</sup> The reputational approach is essentially a test of the socio-psychological reactions of a number of individuals who are assumed to be knowledgeable about the power structure in the community, and it would appear that, in fact and by selection, the occupational and economic variables are important indicators of an individual's position in the community. That is, a certain type of occupational group or groups do in fact appear to hold the power in the community. When an "elite" group or the most influential are chosen from the varied groups available, it is usually the same occupational group or groups composed of related occupational spheres who are chosen.

The question arises as to whether the economic or business dominance of the community power structure is the result of the community's need for the type of talents that are presumably characterised by these groups. Klapp and Padgett found in their study that power in the



community appeared to be contingent upon the needs of the community.<sup>21</sup> They found that power was not monolithic or hierarchic, as Hunter<sup>22</sup> found, but that the relationship between the business and political-labour groups tended to vary in effectiveness depending upon which representative initiated the action on behalf of the community.

A study by Miller introduces three further qualifications with respect to the findings of unqualified business or economic dominance in the community.<sup>23</sup> First, Miller found that businessmen were over-represented in the institutional distribution of community power and did tend to dominate community policy-making. Nevertheless, in this study, power was found to be "issue relevant";

In specific projects or issues the power arrangements among the organizations may deviate considerably from that of the institutional structure of the community especially for low-level issues or projects.<sup>24</sup>

Thus according to the particular issues at stake, or the needs of the community, the composition of the power structure in the community may be expected to vary. What is more to the point, in terms of the present study, is that despite these variables, businessmen or the "economic" sector of the community were well represented in the power structure.

The second point that Miller discusses is that many of the community's more effective leaders are the ones most likely to move out to the suburbs. Such a movement may presuppose expectations regarding the participation of these people in community affairs. More particularly, it might be expected that there will be a withdrawal of interest in the community on their part. Miller points out that this expectation does not hold, particularly in the case of the economic group in the community.



Key influentials are persons drawn from positions of first rate power and influence. They are generally "economic dominants" in the community.<sup>25</sup>

A third factor related to participation in community affairs, one which is more relevant to the management of large-scale industries, is the increase in the number of absentee-owned industries. The management of such industries are, in many cases, non-locals, and consequently it may be expected that they will have a low level of interest in the community. A low level of interest would be expected more particularly if they were career mobile. In this situation the movement of personnel and of potential leadership may affect participation. Miller found that this was not the case, particularly for the "economic sector" of the community.

In an effort to extend Miller's research, D'Antonio compared the community influence systems of six Southwestern American cities and two Mexican cities with the communities studied by Miller.<sup>26</sup> He found that the data lent additional weight to Miller's hypothesis that businessmen tend to be most represented among community influentials.

The studies in the area of community participation do not always make it clear whether or not they include the management of large-scale bureaucracies in the category of general business dominance or the "economic sector". On the basis of the fact that the term is used in a general sense in the studies, it is assumed that management may be included. The studies discussed in this section have illustrated the possibility of management participation in the community. In fact, in many cases, they appear to hold positions of major influence in the



community. Certain variables have been discussed which lend weight to the conclusion that power in a community is not monolithic. Nevertheless, even in cases where power has been subdivided amongst different interest groups, the businessman has been well represented amongst the influentials.

#### MANAGEMENT MOBILITY PATTERNS ACCORDING TO MANAGEMENT

##### POSITION AS RELATED TO COMMUNITY PARTICIPATION

In the previous section it was found that businessmen were well represented in community affairs. The assumption was made that the term "businessmen" included the management of large-scale industries. Before any assumptions are made regarding the participation of management in the community, three factors should be considered that may alter the picture of exclusive management participation, and in certain cases great influence, in the community.

The first factor is that of management mobility. As has been illustrated in a previous section of this chapter, management, particularly middle management, is likely to be highly mobile during their careers. Watson states that the movement of management in large bureaucracies results in a withdrawal on the part of the manager from the community.<sup>27</sup> Their career mobility, which includes geographical and between firm mobility, is seen to result in the cultural and residential segregation of the manager from the rest of the community and a corresponding withdrawal of interest in the community on the part of the manager.

Watson is specifically referring to the management of large international firms where the possibilities of transfers to other plants



or offices in different parts of the world is very likely for the manager at some point in his career. At this point the second factor should be considered that may serve to mitigate the separation of the mobile manager from the community he lives in.

The second factor, as indicated by Schulze's research<sup>28</sup>, is that of the size of the community and the degree of urbanization. Schulze found that this factor accounted for the composition of the active community workers in the community. In a study of a small community he found that the local power structure tended to be composed of the same people who controlled both the socio-political structure and the economic processes in the community. As the community increased in size and became more urbanized it was found that the economic dominants tended to withdraw from local issues and local power tended to "bifurcate". Thus, those with power in the socio-political system were no longer the same as those controlling the economic system the latter taking a more "cosmopolitan"<sup>29</sup> view of events.

The major differentiating factors in the changed composition of the power structure in the community studied by Schulze was that of size and urbanization. It may be suggested, therefore, that the extent of participation in community affairs on the part of the management, mobile or otherwise, is to some extent dependant upon these two factors. The withdrawal of the economic sector as the size of the community increases may be a function of the fact that the community has a wider choice of personnel from which to draw its leaders.

The third factor to be considered in relation to management participation in the community is that of management position. It has



been hypothesized that the position held in the management structure will have implications for the career mobility of the manager. In particular, middle management are likely to be more career mobile than are top management. If Watson is correct in his analysis of management mobility and its consequences for community participation, particularly in the large, urbanized setting, then it may be assumed that middle management are less likely to participate in the community than are top management. Therefore, the present study proposes to test the following hypothesis:

Hypothesis 3: Middle management will participate in community organizations to a lesser extent than top management.

Nevertheless, as can be seen from the studies of community participation, management do tend to participate in the community. One explanation for the apparently divergent views presented up to this point is suggested by Pelligrin and Coates' finding that management participated in the community because such participation was often of importance to the firm and to the individual manager.<sup>30</sup>

Executives, in representing their organization and furthering their own careers, seek to protect the corporation interests and to foster and maintain conservative business-orientated values and policies . . . the executive has a variety of motivations for civic participation and participation is part of his expected behavior.<sup>31</sup>

Ross also found that philanthropy was seen to be an essential ingredient of the successful businessman's public relations programme.<sup>32</sup> In her study she found that there was a relationship between the individual's standing in business and the position held in philanthropic organizations. The business-world was seen to be obtaining a gradual monopoly of money-raising campaigns.



It is suggested that the management who participate in the community are top management. Top management are less likely to be the career mobile members of the firm and their long-term prospects of remaining in the same area may make them more inclined to participate in the community. At the same time a top management position carries with it more responsibilities with regard to the organization than that of middle management. As Miller and Form suggest, the businessman's community work may be related to the concept of stewardship embodied in the protestant ethic.<sup>33</sup>

Another facet in the ideology of management is social responsibility. Chief executives do not like to believe that their only motive in business is profit. They like to feel that as leaders of industry they must assume the responsibilities of directing the community. . . . He feels that his salary includes payment for a stewardship which he owes to the community.<sup>34</sup>

Top management are more likely to feel that their position involves a "stewardship", if only for the reason that such participation may be good public relations for the company they represent and in which they hold such a responsible position.

It is therefore hypothesised that:

Hypothesis 4: Top management will hold prestige positions in community organizations.

David Gray also makes the point that there is a certain amount of pressure put upon the industrial manager to affiliate with local voluntary associations.

The industrial man, upon the successful completion of a civic job, is able to utilize his success not only for advancement within civic functions, but also within his relative industry. . . . His related industry uses civic functions as a training group for rising personnel. . . .<sup>35</sup>

Nevertheless, as Gray points out, the manager must maintain a balance



between company loyalty and community involvement. This factor is important in relation to the manager's future promotion. Gray offers an example of a prominent businessman who, because of his occupational position, was given the co-chairmanship for a number of years of the leading civic functions. However, his total community involvement caused him to remain at the community level rather than, ". . . follow the international advancement of his predecessors."<sup>36</sup> This is a situation that top management are less likely to be concerned about than the career mobile middle manager.

#### SUMMARY

The present study is an attempt to investigate the relationship between management career mobility, differentiated in terms of management position, and the extent to which these two factors influence the participation of management in community organizations. The literature on management mobility indicates that upward vertical mobility and mobility aspirations appear to characterize the managerial segment of industry. It is suggested, however, that general management mobility may be differentiated in terms of the position held in management. Middle management are likely to be more career mobile, both geographically and between firms, than are top management.

Management mobility is seen to affect participation in the community when both variables are associated with the position held in management. On the assumption of greater middle management mobility, it is expected that middle management will participate to a lesser extent than top management in community activities. Participation of middle management may occur if it, in some way, aided their advancement.



Top management, on the other hand, are less likely to see any prospects of immediate future advancement and are more likely to have a stake in the community, in the form of house-ownership or childrens' education. Consequently, they are more likely to participate in community affairs. Such participation is also more likely in terms of the responsibilities they may feel with regard to their position in the firm and the fact that participation may be of value to the public image of the firm.

In short, the basic assumptions of the present study are that mobility will affect management participation in community organizations, but in a different manner for top and middle management.



FOOTNOTES - CHAPTER I

<sup>1</sup>R. Bendix, Work and Authority in Industry (New York: Harper & Row, 1963).

<sup>2</sup>J. Burnham, The Managerial Revolution (Middlesex: Penguin Books, 1941).

<sup>3</sup>Ibid, p. 82.

<sup>4</sup>W.H. Whyte, The Organization Man (New York: Doubleday Anchor Books, 1957).

<sup>5</sup>D. Riesman, The Lonely Crowd, (New Haven & London: Yale University Press, 1961).

<sup>6</sup>W.E. Henry, "The Business Executive: The Psycho-dynamics of a Social Role", American Journal of Sociology, 54, (Jan. 1949), pp. 286-91.

<sup>7</sup>Ibid, p. 287.

<sup>8</sup>Ibid, p. 287.

<sup>9</sup>R. Presthus, The Organizational Society (New York: Alfred A. Knoff, 1962).

<sup>10</sup>Whyte, op. cit.

<sup>11</sup>Presthus, op. cit., p. 164.

<sup>12</sup>W.L. Warner & J.C. Abegglen, Occupational Mobility in American Business and Industry, (University of Minnesota Press, 1955).

<sup>13</sup>W. Watson, "The Managerial Spiralist", Twentieth Century, (May 1960), pp. 413-18.

<sup>14</sup>See, J.J. Deutsch et al., The Canadian Economy (Macmillan Co. of Canada, 1961); H.G.K.J. Aitken et al., The American Economic Impact on Canada (Durham: Duke University Press, 1959); and C.D. Blyth & N.B. Carty, "Non-resident ownership of Canadian Industry", Canadian Journal of Economic and Political Science, 22, (Nov. 1956), pp. 449-60.

<sup>15</sup>W.L. Thorp, "Canada - United States Economic Relations", Canadian Journal of Economic and Political Science, 26, 2, (May 1960).

<sup>16</sup>D.C. Miller, "Democracy and Decision-Making in the Community Power Structure", in D'Antonio, W.V. & Ehrlich, H.J., Power and Democracy in America, (University of Notre Dame Press, 1961).

<sup>17</sup>R.O. Schulze, "The Role of Economic Dominants in Community Power Structure", American Sociological Review, 23, (Feb. 1958), p. 3-9.



<sup>18</sup>R.S. Lynd & H.M. Lynd, Middletown (New York: Harcourt, Brace & Co., 1929).

<sup>19</sup>F. Hunter, Community Power Structure (Chapel Hill: University of North Carolina Press, 1953).

<sup>20</sup>Lynds', op. cit.

<sup>21</sup>O.E. Klapp & V.L. Padgett, "Power Structure and Decision-Making in a Mexican Border City", American Journal of Sociology, 65, (Jan. 1960). pp. 400-406.

<sup>22</sup>Hunter, op. cit.

<sup>23</sup>D.C. Miller, op. cit.

<sup>24</sup>Ibid, p. 49.

<sup>25</sup>Ibid, p. 61.

<sup>26</sup>W.V. D'Antonio, et al., "Institutional and Occupational Representations in 11 Community Influence Systems", American Sociological Review, 26, (June 1961), pp. 440-46.

<sup>27</sup>Watson, op. cit.

<sup>28</sup>R.O. Schulze, "The Role of Economic Dominants in Community Power Structure", American Sociological Review, 23, (Feb. 1958). pp. 3-9.

<sup>29</sup>R.K. Merton, Social Theory and Social Structure, (Glencoe, Illinois: The Free Press, 1957).

<sup>30</sup>R.J. Pelligrin & C.H. Coates, "Absentee-Owned Corporations and Community Power Structure", American Journal of Sociology, 61, (March 1956). pp. 413-19.

<sup>31</sup>Ibid, p. 413.

<sup>32</sup>A.D. Ross, "Philanthropic Activity and the Business Career", Canadian Society, B.R. Blisshen (ed.), (Macmillan Co. of Canada, Ltd., 1961), pp. 298-309.

<sup>33</sup>D.C. Miller & W.H. Form, Industrial Sociology, (New York: Harper & Bros., 1951).

<sup>34</sup>Ibid, p. 195.

<sup>35</sup>D. Gray, "The Industrial Manager in the Community Power Structure", American Catholic Sociological Review, 23, (Feb. 1958), pp. 333-39.

<sup>36</sup>Ibid, p. 339.



## CHAPTER II

### METHODOLOGY

#### INTRODUCTION

In order to test the hypotheses derived in Chapter one, a questionnaire was constructed that was suitable for either mail distribution or interviewer administration.<sup>1</sup> The questionnaire included items from which indices of career mobility and management participation in community activities could be constructed. In addition, items relating to management position in the firm and personal history items were included.

The questionnaire was administered in five Edmonton firms. The firms were selected on the basis of their having national or international affiliations and their accessibility. The sample thus is in no way a representative sample of firms in Edmonton, which precludes any generalization, on statistical grounds, beyond the sample group. Even though generalization on statistical grounds is impossible, non-statistical, inductive generalizations may be made that will be of particular importance in planning more definitive research in the future.

Having thus oriented the reader to the general procedure utilized in obtaining the data, the remainder of the discussion in this chapter will focus on the more specific aspects of: (1) operationalizing the variables, (2) the firms and management sample and (3) data collection and methods of analysis.



## OPERATIONALIZING THE VARIABLES

The career mobility of management was defined as:

- a) their movement between firms up to the present time, and
- b) their geographical movement up to the present time.

The rates given by the above two measures are employed as indicators of the rate of mobility for each manager in the study.

The participation of management in community organizations was ascertained by:

- a) their membership in community organizations, and
- b) the official positions held, if any, in community organizations.

The rates obtained from the above two measures were seen to be an indication of the participation of management.

The management in the study were subdivided in terms of the position held in the management hierarchy of each firm. The division was made in terms of top and middle management, on the basis of the distinction employed in this regard by the firms themselves.

The third variable, management position, is, to some extent, arbitrarily defined. The division between top and middle management could not have been made if the total structure of the individual firms had been taken into account. With the exception of one of the five firms in the study, the local management structure was only a part of the total management structure of the parent firm. As such, in terms of the total organizational structure for each firm, the management in the sample could only be considered as middle management, the top management of the firms being represented at the head offices which were generally located elsewhere in Canada or the U.S.A. and are not included in this study.



Top management of firms would ordinarily include the owner(s) or board of directors. Vincent and Mayers define top management as:

. . . a board of directors with a trusteeship function. It also includes general management, which plans and directs; and divisional management which is operational.<sup>2</sup>

Only one of the firms included in the study has top management, as defined above, residing in Edmonton. Vincent and Mayers go on to point out that: "Top local managers may be at the middle management level in multi-plant firms."<sup>3</sup> The management in this study fall into the latter category. At the local level there is usually at least one manager who has some form of ultimate authority over the other managers and could be properly termed top management in the local situation. This distinction was utilized in categorizing management into top and middle levels. In practice this consisted of utilizing the divisions made by the individual firms themselves in terms of their operations in the province.

#### THE FIRMS AND THE MANAGEMENT SAMPLE

As was indicated earlier, the final sample was drawn from five Edmonton firms. The criterion used in the selection of the firms was their national or international affiliation and their accessibility. The criterion of national or international affiliation was utilized because of the greater likelihood of career mobility in firms of this type. The greater scope of their operations and the existence of many branch offices in these firms provided greater opportunity for intra-firm mobility than was the case for local firms.



An attempt was made to personally interview all personnel indicated by each firm as being at the management level. Due to administrative policies in firms 1, 3 and 5, not all managements were contacted personally, and mailed questionnaires were sent to all or a portion of the managers in these firms. A description of the firms and information regarding management response to the questionnaire follows.

Firm 1, was an industrial concern and a regional organization for the parent company in the U.S.A. The firm had a total of 550 personnel located in Edmonton. The organization of the concern in its present form is comparatively recent. In particular for the two divisions investigated, accounting and marketing, the centralizing of these operations in Edmonton was completed as late as 1964. The interviews in this firm were conducted by mailed questionnaire. From the two divisions of the firm that were sent the questionnaire, seven top management and twenty-six middle management from a total of seventy-five management, replied to the questionnaire. The response rate was 44 per cent.

Firm 2, is one of three plants located in Canada that are owned by a Belgian firm through a holding company in Montreal. The firm did not begin production in Edmonton until 1956 and it was one of the first of its type in western Canada. The main product of the firm is cement. The firm employs its personnel seasonally. In the summer there are a total of 404 personnel and in the winter 319. There are eleven management personnel, of which six are middle management and five top management. All of the management concerned were personally interviewed.



Firm 3, is a subsidiary of a Canadian aircraft concern. Until 1962 the company was owned locally in Edmonton. There are a total of 620 personnel, fourteen of whom are management. Five middle management and three top management replied to the mailed questionnaire.

Firm 4, is the only locally based firm in the sample. The firm was founded in Edmonton in 1964 and has thirty-six branches in Canadian cities and two branches in the U.S.A. The Edmonton office is the head office for the company. The firm is primarily an investment company with thirteen subsidiaries associated with the main group. There are 400 personnel employed and twenty-six of these may be considered as management. Nine of the management were personally interviewed at the head office in Edmonton, seven of whom were middle management and two top management.

Firm 5, is a retail store and part of a North American chain of stores having their headquarters in the U.S.A. The stores in Alberta employ 2,000 full-time and 2,000 part-time personnel. There are twenty-seven store managers located in the province who are responsible to three district managers. The final authority for operations in the province rests with the zone manager. For the purposes of the study the store management were ranked as middle management and the three district and zone management were ranked as top management.

Of the store management in Edmonton, six were available for personal interviews. Because of certain difficulties associated with the timing of the study the district managers were sent mailed questionnaires and only two replied.



## DATA COLLECTION AND METHODS OF ANALYSIS

The collection of the data was accomplished over a period of six months, from September, 1964 to March, 1965. Due to the necessity of gathering information from a portion of the sample by means of a mailed questionnaire the overall response rate was 48 per cent, which is quite low. In addition, certain of the questions relating to participation in community organizations were not responded to by several persons in the mailed questionnaire sample.

This meant that some questions had to be eliminated in the final analysis. The total number of managers involved in the final sample was sixty-seven, twenty-three of whom were top management and forty-four middle management.

The resultant data from this sample was coded and punched into IBM cards. Utilizing a counter sorter the data was then expressed in terms of contingency tables and a measure of association, gamma, was computed.<sup>4</sup> The resultant gammas were not tested for significance due to the non-random nature of the samples from which the data was obtained. Consequently, the statistic is intended to express only the relationships existent in the contingency tables. Any generalizations about the relationships beyond the sample group must be made on non-statistical grounds. This is a regrettable shortcoming of the study, but was unavoidable due to the extreme difficulty encountered in gaining the cooperation of companies in this area for research of this type. Despite the difficulties in drawing statistical inferences from the study, the information obtained with the existing sample should provide interesting insights into the problems in question.



FOOTNOTES - CHAPTER II

<sup>1</sup>See Questionnaire in Appendix B.

<sup>2</sup>M.J. Vincent & J. Mayers, New Foundations for Industrial Sociology (Princeton, New Jersey: Van Nostrand Co., 1959).

<sup>3</sup>Ibid, p. 52.

<sup>4</sup>L.A. Goodman & W.H. Kruskal, "Measures of Association for Cross-Classification", Journal of the American Statistical Association, 49, 1954, pp. 732-69.



## CHAPTER III

### MANAGEMENT MOBILITY: THE DATA

The data regarding management mobility are analysed in this chapter. The analysis first involves a test of the following hypotheses which were derived in Chapter two.

Hypothesis 1: Management will exhibit a high degree of mobility between firms.

Hypothesis 2: Management will exhibit a high degree of geographical mobility.

Secondly, the following refinements of the first two hypotheses will be tested:

Hypothesis 1a: Middle management will exhibit a higher degree of mobility between firms than top management.

Hypothesis 2a: Middle management will exhibit a higher degree of geographical mobility than top management.

In addition, the effects of certain extraneous variables upon the hypothesized relationships will be examined in the latter part of this chapter.

### DATA BEARING ON THE HYPOTHESIZED RELATIONSHIPS

Hypotheses one and two stated that management in general would exhibit a high degree of mobility according to the following two criteria of mobility:

- a) the number of between firm changes made by the individual to date; and
- b) the number of geographical changes made.

Table 3:1 indicates the extent of mobility for all the managers in the study.



TABLE 3:1

## GEOGRAPHICAL AND BETWEEN FIRM MOBILITY RATES FOR ALL MANAGEMENT

Degree of Change	Geographical Mobility (n=67)	Between Firm Mobility (n=67)
High (6 or more)	14.4%	11.1%
Medium (3-5 changes)	44.2	33.5
Low (1-2 changes)	22.4	32.1
No change	19.0	23.3
Total	100.0	100.0

From the above table it can be seen that management in general is not highly mobile, either between firms or geographically. The results obtained do not support the initial two hypotheses proposed in the study.

Hypotheses 1a and 2a stated that middle management would be more mobile, both geographically and between firms, than top management. Data bearing on these hypotheses appear in Tables 3:2 and 3:3.

TABLE 3:2

## NUMBER OF CHANGES MADE BETWEEN FIRMS FOR TOP AND MIDDLE MANAGEMENT

Number of Changes	Top Management (n=23)	Middle Management (n=44)
High (6 or more)	13.0%	9.1%
Medium (3-5 changes)	26.1	40.9
Low (1-2 changes)	34.8	29.5
No change	26.1	20.5
Total	100.0	100.0



TABLE 3:3

## NUMBER OF GEOGRAPHICAL CHANGES MADE BY TOP AND MIDDLE MANAGEMENT

Number of Changes	Top Management (n=23)	Middle Management (n=44)
High (6 or more)	17.4%	11.4%
Medium (3-5 changes)	56.6	31.8
Low (1-2 changes)	13.0	31.8
No change	13.0	25.0
Total	100.0	100.0

Contrary to the hypothesized expectations, top management are slightly more mobile between firms and geographically than middle management. From Table 3:3 it can be seen that a quarter of middle management have not moved from Edmonton during the course of their careers. The data in Table 3:2 is less clear. When considering as many as six or more changes, top management would seem to be more mobile; however, when three or more changes are considered, middle management would appear to be more mobile. Approximately 39 per cent of top management have made three or more moves; whereas 50 per cent of middle management were this mobile. It would seem that neither group is clearly more mobile than the other with respect to movement between firms, and consequently Hypothesis 1a is rejected. Although the above test, which takes into account all categories of mobility yields no definitive findings, a comparison of the modal categories for the two groups indicates that middle management are slightly more mobile between firms than top management, and slightly



less mobile geographically.<sup>1</sup> At this level of analysis, then, it would seem that mobility may vary by management level and by type of mobility, top management moving more frequently geographically and middle management moving more frequently between firms.

TABLE 3:4

THE RELATIONSHIP BETWEEN THE NUMBER OF CHANGES BETWEEN FIRMS AND THE NUMBER OF GEOGRAPHICAL CHANGES

Geographical Changes	Changes Between Firms				Total
	6 or more Changes	3-5 Changes	1-2 Changes	No Change	
6 or more changes	0	3	0	6	9
3-5 changes	10	10	4	3	27
1-2 changes	0	6	7	4	17
No change	2	5	5	2	14
Total	12	24	16	15	67

Gamma = +0.003

TABLE 3:5

THE RELATIONSHIP BETWEEN THE NUMBER OF CHANGES BETWEEN FIRMS AND THE NUMBER OF GEOGRAPHICAL CHANGES FOR TOP MANAGEMENT

Geographical Changes	Changes Between Firms				Total
	6 or more Changes	3-5 Changes	1-2 Changes	No Change	
6 or more changes	0	2	0	2	4
3-5 changes	3	3	6	1	13
1-2 changes	0	1	0	2	3
No change	0	0	2	1	3
Total	3	6	8	6	23

Gamma = +0.038



TABLE 3:6

THE RELATIONSHIP BETWEEN THE NUMBER OF CHANGES BETWEEN FIRMS AND  
THE NUMBER OF GEOGRAPHICAL CHANGES FOR MIDDLE MANAGEMENT

Geographical Changes	Changes Between Firms				Total
	6 or more Changes	3-5 Changes	1-2 Changes	No Change	
6 or more changes	0	1	1	4	5
3-5 changes	4	7	1	2	14
1-2 changes	0	5	7	2	14
No change	0	5	5	1	11
Total	4	18	13	9	44

Gamma = +.027

In order to define the nature of this mobility, geographical and between firm mobility were associated for the management groups. Tables 3:4, 3:5 and 3:6 present data bearing on the degree of association between geographical and between firm mobility. Table 3:4 indicates that no apparent relationship exists when management level is left uncontrolled. Likewise, when controlling for management level, (Tables 3:5 and 3:6) essentially no relationship exists. These data would cast doubt on the above assumption of variation by management type in the patterns of geographic and between firm mobility as indicated in the analysis of the modes. Apparently no clear relationship exists between these two types of mobility for management in the study.

Although no differences were apparent in these data, the reader must remember that this may be a function of the manner of categorizing these groups for the purposes of this study. As was indicated



earlier, the management groups, as defined in the study, may actually reflect levels of middle management rather than levels of top and middle management respectively. Thus the differences might have been apparent if higher levels of management had been included in the top management group. Further research utilizing clearly defined levels of management would thus seem worthwhile.

#### EFFECTS OF EXTRANEOUS VARIABLES ON CAREER MOBILITY

The lack of relationship between geographical and between firm mobility for the management in the study may have been affected by a number of factors, one of which may be birthplace. If middle management were predominately non-Canadian, or if they were born outside the province, these factors may have affected the geographical mobility rates. The data suggests that birthplace was not a factor. Eighty and nine tenths per cent of top management are native born Canadians and 77.3 per cent of middle management are Canadians.

When the two management groups are differentiated in terms of those born in the province and those born elsewhere, the native Albertans have higher rates of no change both between firms and geographically than the non-Albertans.<sup>2</sup> For top management, the non-Albertans show higher rates of mobility for both between firm mobility, and geographical mobility. However, for middle management there is not much difference between the high between firm or geographical mobility rates for either Albertans or non-Albertans.

From the birthplace figures for the management in the study the supposition that many of the absentee-owned industries are staffed by non-Canadians is not borne out. In fact, a large number of the manage-



ment in the study have not moved from Alberta during the course of their careers. The thesis proposed by Watson is negated by the results for the firms in Alberta.<sup>3</sup> The international movement of personnel is not a feature of management mobility in the province.

Type of first job held is a factor that is often taken into account in studies concerning management mobility. A first occupational ranking as a manual worker would presume that a greater amount of time would be needed to achieve managerial ranking. For the management in the study there was found to be a low negative relationship between the type of first job held and present managerial position. In fact the type of first job held did not appear to be any indication of future managerial position.<sup>4</sup>

The results from the analysis of the first job categories are somewhat surprising in that the manual category in particular, and in addition the sales and clerical positions, have in the past been regarded as disadvantageous first job categories in terms of future promotion to management.<sup>5</sup> As Lewis and Stewart point out:

A comparison made between the American study and the British study by the Action Society<sup>6</sup> suggested that the proportion of top managers who came from the bottom in the U.S. was twenty per cent and in Britain about fifteen per cent. The advantage of being born with a silver spoon<sup>7</sup> in one's mouth seems to be about as great in both countries.

The Acton Society study found that the type of first job held by management in the study did relate to the numbers of management who changed their firms during their careers.<sup>8</sup> The first job categories in which were found a high proportion of management who moved between firms were: manual (63 per cent of their sample of management who started their careers in this category moved between firms); technical



and senior clerical (66 per cent); sales (60 per cent); and management and senior specialists (73 per cent). The first job categories in which the management concerned started their careers and tended not to move from the original firm were: clerical, laboratory assistants and management trainees. That is, the individuals who joined the firm initially in any of these three categories and later obtained management status were unlikely to have moved from the original firm.

In the present study no appreciable relationship was found between the first job held and the number of changes made by management between firms.<sup>9</sup> One explanation for this finding may be that the saying: "from shop floor to president", actually does operate in the area in which the study was conducted. It is possible that the particular firms in the study do not require highly trained individuals in their management ranks but work on the principle that the best requirement for management positions is "experience" on the shop floor. In examining the relationship between the type of first job held and the particular firms the noticeable feature about the distribution is that particular firms tend to concentrate upon particular categories in their recruitment to management.<sup>10</sup> The concentration upon categories, with the exception of firm four, is related to the type of product or service the firm is concerned with, for example, the accounting and sales divisions of firm one concentrated their recruitment in the areas of sales and clerical personnel.

Management mobility may be facilitated by the possession of professional qualifications. Such qualifications may be regarded as



general standards by which the potential of the individual may be evaluated. In this study there is a reversal of trends in the possession of qualifications and movement between firms and geographical mobility.<sup>11</sup> Seventy-five per cent of those possessing no qualifications have moved six or more times between firms, whereas 80 per cent of those possessing qualifications have moved geographically. Nevertheless, the relationship between firm mobility and geographical mobility does not appear to be affected to any significant extent by the possession of professional qualifications.

The willingness of management in the study to leave Edmonton varies slightly according to management position and the between firm and geographical mobility.<sup>12</sup> Nevertheless, although the majority of management, regardless of position, replied that they would be willing to move, there is no significant indication that those who were either highly mobile both between firms and geographically and those who had not moved, had differing views regarding movement from Edmonton.<sup>13</sup> In so far as willingness to move may be generally interpreted as related to the individuals desire for future promotion, there are no significant differences to be found between the two groups of management taking into account the two types of past mobility. Management in the study seem to indicate that in this respect they are not typical "organization men".<sup>14</sup>

#### SUMMARY

The management in the study were not found to be a highly mobile group. With respect to the specific hypotheses outlined in relation to career mobility, it was found that:



1. Management did not exhibit a high degree of mobility between firms.
2. Management did not exhibit a high degree of geographical mobility.

When the data was broken down in terms of management position it was found, contrary to the hypotheses, that:

3. Middle management were not significantly more mobile between firms than top management.
4. Middle management were not more mobile geographically than top management.

The relationship between other factors that may have been associated with mobility rates, for example, birthplace, the type of first job held, possession of professional qualifications and willingness to move from Edmonton, were not found to have any significant association for the management in the study.

It may be concluded that the management who participated in the study were not highly career mobile in terms of the two indices used to measure mobility. Nevertheless, as has been indicated, in discussing the findings relating to career mobility the arbitrary distinction made between the levels of management must also be taken into account. That is, with the exception of the financial company, the management who participated in the study would all fall into the ranks of middle management in the overall structure of the parent companies. Seen in this context the management in the study may be said to have generally low career mobility rates.

In the following chapter the relationship between the mobility rates of management and their participation in community organizations is examined.



### FOOTNOTES - CHAPTER III

<sup>1</sup>In actuality the geographic mobility distribution for middle management is bi-modal. One mode being equal in level to that for top management and one mode a category lower. In a sense then, middle management can be conceived of as being slightly less mobile than top management.

<sup>2</sup>See Tables 2-5 in Appendix A.

<sup>3</sup>W. Watson, "The Managerial Spiralist", Twentieth Century, (May 1960).

<sup>4</sup>See Table 7 in Appendix A.

<sup>5</sup>R. Lewis & R. Stewart, The Managers. (New York: Mentor Books, 1961).

<sup>6</sup>Acton Society Trust, Management Succession (London: Acton Society Trust, 1965),

<sup>7</sup>Lewis & Stewart, op. cit., p. 29.

<sup>8</sup>Acton Society Trust, op. cit.

<sup>9</sup>See Table 6 in Appendix A.

<sup>10</sup>See Table 7 in Appendix A.

<sup>11</sup>See Table 8 and 9 in Appendix A.

<sup>12</sup>See Table 10 and 11 in Appendix A.

<sup>13</sup>See Table 12 and 13 in Appendix A.

<sup>14</sup>W.H. Whyte, Organization Man, (New York: Doubleday Anchor Books, 1957).



## CHAPTER IV

### ANALYSIS OF COMMUNITY PARTICIPATION

The amount of participation in community organizations was ascertained by: (1) membership in organizations, and (2) the number of official positions held in organizations. It was hypothesized that middle management would participate in community organizations to a lesser extent than top management. The data in Table 4:1 tends to support this hypothesis. Middle management do have slightly lower participation rates in community organizations than top management, in terms of the number of organizations a manager belongs to.

TABLE 4:1

PARTICIPATION RATES FOR TOP AND MIDDLE MANAGEMENT ACCORDING TO THE  
NUMBER OF ORGANIZATIONS BELONGED TO

Participation Rates	Top Management (n=23)	Middle Management (n=44)
High (belongs to 7 or more)	13.0%	4.6%
Medium (4-6)	34.8	13.6
Low (1-3)	43.5	56.8
None	8.7	25.0
Total	100.0	100.0

Gamma = +0.45

The second hypothesis relating to management participation in community organizations proposed that top management were more likely to hold prestige positions in community organizations than middle management.



TABLE 4:2

## OFFICIAL POSITIONS HELD AND MEMBERSHIP RATES FOR TOP AND MIDDLE MANAGEMENT

Membership Status	Top Management (n=23)	Middle Management (n=44)
Holds official position in at least one organization	52.2%	13.6%
Rank and file member only	39.1	61.4
No memberships	8.7	25.0
Total	100.0	100.0

Gamma = +0.64

Table 4:2 illustrates that as hypothesized, top management do tend to hold more official positions in community organizations than middle management. In the literature regarding community participation it was seen that businessmen were most often represented among the influentials or elite group with respect to participation. The official position held in a community organization may be seen as one that is potentially an influential one in the community. The data from the present study indicates that top management hold more of these official positions than do middle management. With reference to the discussion in Chapter two regarding the precise composition of what several studies term "elites" or "influentials", it would appear that the data in the present study tends to confirm the impression that top management of large-scale organizations may be regarded as potential "economic dominants" or "influentials" with respect to the community influence system.



## TYPES OF ORGANIZATIONAL AFFILIATION

Participation in community organizations was examined in a general manner without any distinctions being made as to types of organizations with which the management may have been affiliated.

Nevertheless, when the organizations were distinguished in terms of their major functions, it was found that most of the management in the study held memberships in economic organizations as opposed to other types.

The categories used to distinguish the community organizations according to their major functions were: service organizations, social, economic, political, religious and fraternal. The service organizations were those organizations having as their central purpose some definite service to the community. The social organizations were designated as those organizations which were primarily concerned with the recreation of their members. Economic organizations were those organizations or associations that the management belonged to as a result of their occupational training or because such organizations were directly related to their occupational concerns, for example, an engineering association. Political organizations were delimited as those organizations having some direct affiliation with one of the national political parties. Membership in a church group was used to designate religious affiliations, and the fraternal organizations were seen to be those organizations with a constitutional framework which would distinguish them from the purely social organization, for example, the Masons or the Elks.



Twenty-one out of twenty-three of the top management belong to a total of fifty-two organizations in the community. The distribution of these memberships across the organizational categories indicated above were: 23.1 per cent in service organizations, 25.0 per cent in social organizations, 44.2 per cent in economic organizations and 7.7 per cent in religious organizations. From the above figures it can be seen that top management tend to belong to community organizations whose interests are primarily economic. The greater number holding memberships in economic organizations suggests that top management are "career" orientated rather than "civic" or "service" orientated. Although economic organizations often are involved in community affairs in addition to their usual activities, for example, the United Community Fund, they are basically professional or career organizations and membership in such organizations is generally for professional considerations.

The bulk of the participation of middle management in community organizations also tends to be centered in economic organizations. Seventeen and one half per cent of the total number of memberships in community organizations for middle management are held in service organizations, 24.6 per cent in social organizations, 47.4 per cent in economic organizations and 10.5 per cent in religious organizations.

Certain characteristics of management in the study were also correlated with their participation rates, for example, age, religion, and the number of contacts with members of the family other than the manager's immediate family. No significant relationship was found with respect to any of these variables. Likewise no appreciable relationship was found for the participation rates of the wives of top and



middle management in community organizations. It would appear that the occupational position of one's husband does not carry any social or community obligation for the wife.

#### RELATIONSHIP BETWEEN MOBILITY RATES AND COMMUNITY PARTICIPATION

It was found in Chapter four that top management was slightly more mobile geographically than middle management. Little relationship was noted, however, between geographic and between firm mobility for either group. Nonetheless, in order to examine the relationship between participation in community organizations and career mobility in greater detail both indices of mobility were related to participation. Tables 4:3 and 4:4 contain data bearing on these relationships.

TABLE 4:3

#### ORGANIZATION MEMBERSHIP RELATED TO CHANGES BETWEEN FIRMS

Changes Between Firms	Membership	
	Yes	No
6 or more changes	10.9%	8.33%
3-5 changes	32.7	50.0
1-2 changes	34.6	16.66
No change	21.8	25.0
Total	100.0	100.0

Table 4:3 illustrates that mobility measured in terms of changes between firms does not appear to affect the participation of management in community organizations. Approximately 11 per cent of the management who have moved six or more times hold memberships compared to 8.33 per



cent who do not. A slightly greater number of the management who have not changed their firms do not belong to any organizations. Mobility of the type measured above does not appear to appreciably affect the participation of managers in community organizations.

TABLE 4:4

## ORGANIZATIONAL MEMBERSHIP RELATED TO GEOGRAPHICAL MOBILITY

Geographical Changes	Membership	
	Yes	No
6 or more changes	12.7%	16.66%
3-5 changes	40.0	41.66
1-2 changes	25.5	25.0
No change	21.8	16.66
Total	100.0	100.0

Geographical mobility also has little effect upon membership in community organizations. Table 4:4 reveals very little difference in participation rates by degree of geographical change.

It was hypothesized that middle management would be more mobile than top management and that their mobility would preclude their participation in community organizations. In Table 4:1 it was seen that middle management do participate in community organizations to a lesser extent than top management, however, as Tables 4:3 and 4:4 indicate, the participation of middle management is not accounted for in terms of their mobility rates.



# EFFECTS OF EXTRANEOUS VARIABLES ON PARTICIPATION IN COMMUNITY ORGANIZATIONS

One factor that may have affected the participation rates of management is the length of time spent with the present company in Edmonton. It may be assumed that the longer the time spent with the company the greater are the possibilities that the manager would be involved in community activities. In essence this is an alternative method of determining the effects of mobility on participation, the longer the period spent with the present company, the less likely that the manager is highly mobile.

TABLE 4:5

## ORGANIZATION MEMBERSHIP RELATED TO THE LENGTH OF TIME SPENT WITH THE PRESENT FIRM

Length of Time (Years)	Membership	
	Yes	No
1 - 4	12.7%	8.33%
5 - 9	27.3	16.66
10 +	60.0	75.0
Total	100.0	100.0

From Table 4:5 it can be seen that there is a progressive increase in the number of managers that hold memberships in community organizations the longer they stay with the firm. However, a larger percentage of the management do not belong to any organizations despite their ten or more years spent with the same firm. If the amount of time spent with the same company may be regarded as an alternative measure of mobility it is clear that mobility per se has no relationship to the participation rates for the management in the study.



The relatively low participation rates of both top and middle management in all but the economic organizations may be related to their attitude towards participation. The managers in the study were asked whether they thought that participation in community organizations was of value to their careers. Ninety and one fourth per cent of top management believed that participation was of value to their careers and 79.5 per cent of middle management believed that participation was of value. In terms of the perception of the company's attitude to participation on the part of all the management, 91.7 per cent believed that the company's attitude was favourable. Thus it would seem that participation is viewed as an asset to one's career and participation is very likely for career purposes.

It has been shown in other studies that a company's emphasis on community work on the part of their management is linked to the perception of the individual as promotable. Demonstration of the manager's abilities in the community is taken into account in promoting the manager as much as the manager's work in the firm. The relationship found in Table 4:5 and the greater number of economic organizations that the management belong to as opposed to any other type of community organization suggests that the management are career orientated, that is, their participation in any organization is more likely to be undertaken with a view to furthering their career prospects than from any altruistic motives.

#### SUMMARY

The findings of this study show that mobility rates of management are not related in any significant way to participation in



community organizations. In relation to the specific hypotheses outlined regarding the participation rates of the two groups of management it was found that:

1. Middle management do tend to belong to fewer community organizations than top management.
2. Top management do tend to hold official positions in community organizations.

In general it was found that participation in community organizations tends to be of a limited kind with the majority of management belonging to economic organizations. The majority of the management did believe that participation was of value to their careers, and 91.7 per cent of all management perceived the company's attitude toward participation as favourable. It is suggested that participation in community organizations may not be undertaken for its own sake, or out of altruistic motives on the part of the manager, but is related to his career position and opportunities.

The following chapter will examine the relationship of the findings in the study to the literature discussed in Chapter One. The type of sample obtained for the study and the diversity of techniques used in the collection of the data does not permit any generalizations from the data obtained. Nevertheless, the differences between the management in the study and the findings in the areas of community participation and management career mobility may be usefully compared.



#### FOOTNOTE - CHAPTER IV

<sup>1</sup>Too few members in the political and fraternal organization to be included in the analysis.



## CHAPTER V

### SUMMARY AND CONCLUSIONS

The purpose of this thesis has been to examine the relationship between three variables: management position, management career mobility and the participation of management in community organizations. The research was conducted during the summer of 1964 in Edmonton. Five firms cooperated with the study; four of these firms had international or cross-Canada connections and one of the firms was a local firm having its head office in Edmonton and two branches in the U.S.A.

Management career mobility and management participation in community organizations were differentiated in terms of high, medium and low rates. With respect to management career mobility, a high rate of mobility was classified as six or more changes during the manager's career to date. Medium mobility was classified as between three to five changes during his career and low mobility as one or two changes. Career mobility indices were: (a) the number of changes made between firms, and (b) the number of geographical changes made by the manager during his career to date.

Management participation in community organizations was classified in terms of: (a) the number of memberships held in community organizations, and (b) the number of official positions held in community organizations. High participation referred to membership and official position in seven or more organizations, medium participation referred to membership and official positions in four to six organizations and low participation to membership and official positions in one to three community organizations.



The study tested six hypotheses. The first and second hypotheses related to the mobility of all management in the study without taking into account differences in management position. It was expected that the management of international organizations were likely to be highly career mobile, regardless of their position in the management hierarchy. It was necessary to reject the first two hypotheses. The management in the study were not found to be highly career mobile in terms of the two indices used to measure such mobility.

Hypotheses 1a and 2a were essentially subdivisions of the first two hypotheses. It was expected that middle management would be more mobile than top management both in the number of changes made between firms and the number of geographical changes made. It was expected that by introducing the variable of management position a distinction could be made in terms of the differing patterns of career mobility for the two groups. The data did not support these two hypotheses. The assumption of variation by management level in the patterns of mobility was not borne out. In fact no clear relationship was found between the two types of mobility for the management in the study.

Although the hypotheses dealing with management career mobility were all rejected it must be remembered that the manner in which the two groups of management were categorized may not, in reality, be indicative of any differences between the two groups. In most of the firms studied the distinction between top and middle management was an arbitrary one and the management in the final sample were possibly all middle management.



Management mobility, differentiated in terms of management position, was expected to affect the participation rates of management in community organizations. That is, middle management were expected to be more career mobile than top management and, as a result of their mobility, less likely to participate in community organizations. Top management, as a result of their position in the firm, were expected to hold official positions in community organizations if they participated to any significant extent. Both predictions regarding management participation were found to hold for the management in the study.

The relationship between the mobility indices and membership in community organizations did not indicate that career mobility had any effect on the participation rates. Thus, although the expectation regarding the type of participation for the two management groups was found to hold, it could not be said that the career mobility rates had any effect upon this finding. It is conceivable that the manner in which the two management groups were categorized may have had an effect on the participation rates. That is, the management were mainly middle management and the association between mobility and participation was an unreal one when the group was differentiated in terms of management position.

The literature relating to community participation suggests that management may participate in the community if such participation is seen to be of value to their careers. It would appear that the management in this study who do participate do so for this reason. The community organizations were differentiated in terms of their primary func-



tions into political, religious, service, social, fraternal and economic organizations. It was found that the majority of management, both top and middle management, tended to belong to economic organizations. In so far as economic organizations deal primarily with the professional and occupational interests of their members, such participation is not of direct benefit to the community at large.

Several factors that may have affected the relationship found between management career mobility and participation in community organizations were examined. For example, it was suggested that the length of time spent with the present firm may have affected participation rates. That is, the longer time the manager spends in Edmonton the more likely it is that he will participate in the community and the less likely he will be career mobile. It was found that this relationship did not hold, and it was clear that mobility had no relationship to participation rates for the management in the study.

Several limitations of this study prevent any generalizations from the results obtained. The number of management in the sample is small and the firms used are not representative of all managerial concerns. The use of two methods of data collection also invalidates the possibility of generalizations. The information obtained from the interviews was generally more extensive than that obtained from the mail questionnaires.

The study failed to indicate the possibility of and the nature of the relationship between career mobility and participation in the community. Further research is required into both the nature of management mobility and the nature of management participation in the



community. It is suggested that a larger scale study incorporating management of various organizations, rather than the management of what were primarily industrial organizations, may reveal some differences with respect to career mobility patterns and participation in the community.

The relatively low mobility rates for the management in the study, particularly in the case of middle management, suggests that a fruitful area of investigation may be the differences between Canadian management career mobility and that of their counterparts in the U.S.A. The sample obtained from this province may not be characteristic of all Canadian managers, particularly in the light of the study by Gray in Ontario. Whatever the explanation for the low career mobility rates of the management in the study, it is suggested that the management group may be unusual in this respect and therefore may be usefully compared to other management groups both in Canada and the U.S.A.

It is hoped that the study does clarify, to some extent, the considerations to be taken into account in a discussion of community participation. As was indicated in Chapter one, one of the limitations of the community participation studies is the lack of clarity in defining the composition of such categories as the "elites" or the "influentials". The assumption was made in this study that these categories may involve management, particularly top management. From the findings relating to participation in community organizations on the part of the management in this study it appears that the assumption



may be correct. Nevertheless, the particular character of the participation is primarily economic and can be assumed to be not of direct benefit to the community; rather, it is of more benefit to the manager himself in his career. Whether this finding is common to all management groups is another area in which more research may be useful.



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## APPENDIX A

### CHARACTERISTICS OF THE MANAGEMENT IN THE STUDY

APPENDIX TABLE 1: PERCENTAGE AGE DISTRIBUTION FOR TOP AND MIDDLE MANAGEMENT

Age (years)	Top Management (n=23)	Middle Management (n=44)
20 - 34	0%	27.3%
35 - 49	82.6	50.0
50 +	17.4	22.7
Total	100.0	100.0

APPENDIX TABLE 2: BIRTHPLACE OF TOP MANAGEMENT RELATED TO BETWEEN FIRM MOBILITY

Birthplace	Between Firm Mobility				
	High (6+)	Medium (3-5)	Low (1-2)	No Change	Total (n=22)*
Albertan	11.1%	55.6%	11.1%	22.2%	100.0%
Non-Albertan	30.8	23.0	30.8	15.4	100.0

\* One top management = no answer.

APPENDIX TABLE 3: BIRTHPLACE OF TOP MANAGEMENT RELATED TO GEOGRAPHICAL MOBILITY

Birthplace	Geographical Mobility				
	High (6+)	Medium (3-5)	Low (1-2)	No Change	Total (n=22)
Albertan	22.2%	33.3%	33.3%	11.1%	100.0
Non-Albertan	23.0%	38.5%	38.5	0	100.0



APPENDIX TABLE 4: BIRTHPLACE OF MIDDLE MANAGEMENT RELATED TO BETWEEN FIRM MOBILITY

Birthplace	Between Firm Mobility				
	High (6+)	Medium (3-5)	Low (1-2)	No Change	Total (n=44)
Albertan	3.3%	46.7%	30.0%	20.0%	100.0
Non-Albertan	14.3	50.0	21.4	14.3	100.0

APPENDIX TABLE 5: BIRTHPLACE OF MIDDLE MANAGEMENT RELATED TO GEOGRAPHICAL MOBILITY

Birthplace	Geographical Mobility				
	High (6+)	Medium (3-5)	Low (1-2)	No Change	Total (n=44)
Albertan	10.0%	20.0%	30.0%	40.0%	100.0
Non-Albertan	21.4	42.9	35.7	0	

APPENDIX TABLE 6: RELATIONSHIP BETWEEN THE FIRST JOB HELD AND THE NUMBER OF CHANGES MADE BY MANAGEMENT BETWEEN FIRMS

Number of Changes Between Firms	Manual	Clerical and Sales	Technical	Managerial and Professional
1 - 4	1	2	2	2
5 - 9	2	15	1	10
10 +	2	13	1	5
No change	0	13	1	1

Gamma = -0.25



APPENDIX TABLE 7: RELATIONSHIP BETWEEN THE TYPE OF FIRST JOB HELD AND THE INDIVIDUAL FIRMS FOR ALL MANAGEMENT

Firms	Type of First Job Held				Total
	Manual	Clerical and Sales	Technical	Managerial and Professional	
1	6.5%	80.6%	3.2%	9.7%	100.0
2	9.1	9.1	0	81.8	100.0
3	12.5	37.5	37.5	12.5	100.0
4	11.11	33.33	11.11	44.44	100.0
5	0	87.5	0	12.5	100.0

APPENDIX TABLE 8: RELATIONSHIP BETWEEN PROFESSIONAL QUALIFICATIONS AND THE NUMBER OF GEOGRAPHICAL CHANGES

Professional Qualifications	Number of Changes			
	High (6+)	Medium (3-5)	Low (1-2)	No Change
Yes	80.0%	90.9%	100.0%	75.0%
No	20.0	9.1	0	25.0
Total	100.0	100.0	100.0	100.0

APPENDIX TABLE 9: RELATIONSHIP BETWEEN PROFESSIONAL QUALIFICATIONS AND THE NUMBER OF CHANGES BETWEEN FIRMS

Professional Qualifications	Number of Changes			
	High (6+)	Medium (3-5)	Low (1-2)	No Change
Yes	25.0%	90.9%	90.0%	50.0%
No	75.0	9.1	10.0	50.0
Total	100.0	100.0	100.0	100.0



APPENDIX TABLE 10: RELATIONSHIP BETWEEN WILLINGNESS TO LEAVE EDMONTON  
AND MOVEMENT BETWEEN FIRMS FOR  
TOP MANAGEMENT

Willingness to Leave Edmonton	Movement Between Firms				Total (n=21)*
	High (6+)	Medium (3-5)	Low (1-2)	No Change	
Yes	14.2%	38.1%	14.2%	19.0%	
No	4.8	4.8	4.8	0	

\* Two of the top management did not reply to this question.

APPENDIX TABLE 11: RELATIONSHIP BETWEEN WILLINGNESS TO LEAVE EDMONTON  
AND MOVEMENT BETWEEN FIRMS FOR  
MIDDLE MANAGEMENT

Willingness to Leave Edmonton	Movement Between Firms				Total (n=44)
	High (6+)	Medium (3-5)	Low (1-2)	No Change	
Yes	6.8%	34.1%	36.4%	20.5%	
No	0	0	2.3	0	

APPENDIX TABLE 12: RELATIONSHIP BETWEEN WILLINGNESS TO LEAVE EDMONTON  
AND GEOGRAPHICAL CHANGES FOR  
TOP MANAGEMENT

Willingness to Leave Edmonton	Geographical Changes				Total (n=23)
	High (6+)	Medium (3-5)	Low (1-2)	No Change	
Yes	21.7%	48.2%	17.2%	8.6%	
No	0	4.3	0	0	



APPENDIX TABLE 13: RELATIONSHIP BETWEEN WILLINGNESS TO LEAVE EDMONTON  
AND GEOGRAPHICAL CHANGES FOR  
MIDDLE MANAGEMENT

Willingness to Leave Edmonton	Geographical Changes				Total (n=44)
	High (6+)	Medium (3-5)	Low (1-2)	No Change	
Yes	27.3%	29.4%	9.1%	27.3%	
No	0	4.6	2.3	0	



UNIVERSITY OF CALIFORNIA, BERKELEY

## Study on Management Mobility and Community Participation

1. Age . . . . .
2. Birthplace . . . . . (Country)  
                . . . . . (Town)
3. Religion . . . . .
4. Marital Status:  
  
    Single . . . . .  
    Married . . . . .  
    Widowed . . . . .  
    Divorced . . . . .  
    Separated . . . . .
5. How many children do you have? . . . . .
6. What are the ages of your children?  
  
    (i) . . . . .  
    (ii) . . . . .  
    (iii) . . . . .  
    (iv) . . . . .  
    (v) . . . . .  
    (vi) . . . . .
7. What is your present residence?  
  
                . . . . . (Street)  
  
                . . . . . (City)
8. How long have you lived at this address?  
  
                . . . . .







11. Do you belong to any organizations or associations that cover Canada or the U.S.A.?

. . . . . Yes . . . . . No

12. If so, please specify the organizations estimating the time you spend each month on committee or organization work, for example, phone calls, informal social meetings, formal meetings, for each organization you belong to.

Organization	Official Position	Length of Membership	Time spent each Month	Activities

13. Do you belong to any organizations or associations which are primarily based in Edmonton, excluding the local branches of the organizations mentioned in Question 12?

Organization	Official Position	Length of Membership	Time spent each Month	Activities



14. How did you become a member of the organizations indicated in questions 12 and 13?

- (i) On your own initiative . . . . .
- (ii) Introduction by someone,
  - Friend . . . . .
  - Neighbour . . . . .
  - Business Associate . . . . .
  - Relative . . . . .
  - Wife . . . . .
  - Other (Specify) . . . . .

15. Do you think it is of value to your career for you to participate in community activities?

Yes . . . . .

No . . . . .

16. What is the Company's attitude towards voluntary work in the community?

- (i) Favourable . . . . .
- (ii) Unfavourable . . . . .
- (iii) Indifferent . . . . .

17. If you were asked by the Company to move from Edmonton would you be willing to move to:

- (i) Anywhere in Canada . . . . .
- (ii) Specific areas in Canada . . . . .
- (iii) Anywhere in the U.S.A. . . . .
- (iv) Specific areas in U.S.A. . . . .
- (v) Anywhere abroad . . . . .
- (vi) Specific areas abroad . . . . .

18. Do you think that your job prevents you from participating in community activities?

Yes . . . . .

No . . . . .

19. How many of your social contacts are with people you work with?

- (i) Nearly all (3/4 or more) . . . . .
- (ii) Many (1/2 to 3/4) . . . . .
- (iii) Few (1/4 to 1/2) . . . . .
- (iv) Very few (less than 1/4) . . . . .
- (v) None . . . . .



20. How many of your social contacts are with people from outside the Company?

- (i) Nearly all (3/4 or more) . . . . .
- (ii) Many (1/2 to 3/4) . . . . .
- (iii) Few (1/4 to 1/2) . . . . .
- (iv) Very Few (less than 1/4) . . . . .
- (v) None . . . . .

21. How often do you see members of your family, other than those you reside with?

- (i) Very often (at least once a week) . . . . .
- (ii) Often (at least twice a month) . . . . .
- (iii) Fairly often (at least twice a year) . . . . .
- (iv) Occasionally (at least once a year) . . . . .
- (v) Rarely (every two years or less) . . . . .
- (vi) Not at all . . . . .

22. Does your wife belong to any organizations in the community?

Yes . . . . .

No . . . . .

23. If so, please specify?

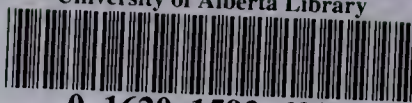
Organization	Official Position .	Length of Membership	
		From	To

24. Do you have any general comments regarding participation in voluntary work in the community?





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